



State of Idaho

Information Technology Resource Management Council (ITRMC)

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September 2, 2009

ITRMC Project Review Request

Your project (see list attached) has been selected by the **ITRMC Project Review Committee** to be presented to ITRMC on: **October 02, 2009**
(9:30 – 11:30, East Conference Room of the JRW Building, 700 West State Street, Boise)

ITRMC is required by Idaho State statute Title 67 Chapter 57 (5) to review all large scale IT and telecommunication projects. The purpose of this request is to provide the information necessary to conduct that review. Follow-up information may be requested and an agency representative will be requested to present this information to ITRMC. Provisions will be made to present via teleconference if requested.

Date Submitted:	September 11, 2009	Agency Director:	Scott Stokes
Agency:	Idaho Transportation Department	Project Number:	336
Project Name:	DMV Systems Modernization Project		
Project Manager (include contact information)	Dave Merriweather, 208-334-8524 dave.merriweather@itd.idaho.gov Tyler Zundel, 208-334-8212 tyler.zundel@itd.idaho.gov		
Total Project Budget:	\$28.6	Project Start Date:	October 1, 2009
Is project currently funded? Y or N	Yes	Estimated End Date:	October 2014
Executive Sponsor:	Alan Frew, DMV Administrator, Idaho Transportation Department		

The details of this request and the associated deliverables are fully described in ITRMC Guideline G210.

Description	Deliverable
1. Project Summary. Describe the problem that the project will solve. What will it do? How will it help the organization? The existing systems function on a platform that	A. Type of Project. <ul style="list-style-type: none">• Project Type "m" B. A detailed description of the project. <ul style="list-style-type: none">• The DMV system application will be installed on IT infrastructure under

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<p>is nearly 30 years old. Resources at ITD who support and operate the system are nearing retirement and availability of replacement resources is severely limited. A new, modern system will use technology that is more supportable given the current marketplace. Additionally, new requirements on DMV systems today, such as common client directory structure will be executable on a new platform.</p>	<p>ITD control while the application will be maintained by a vendor.</p> <ul style="list-style-type: none"> • A dedicated project team will be put in place for each project to minimize the schedule risk. It is assumed that DMV will provide up to 8 FTE from the DMV business domains, as well as administrative support for the project. Purchasing resources will be available as needed. • ETS services for the DMV Modernization project will include Enterprise Architecture, Project Management, and network and server staff. DBAs and associate project managers will need to be supplemented by the project. • The system will be implemented in stages. Core Record, Driver License, and Revenue will be the first phase. Vehicle Titles/Registration will be second. Commercial Vehicles will be third. • Resources, hardware refresh, ongoing licensing cost and other operational costs needed to maintain these systems are partially addressed as a part of this analysis. • The new systems will utilize the existing ETS data warehouse for information and reporting needs outside of individual systems reports. • This project will fund the initial IT infrastructure costs. • Adequate network connectivity will be available to the county assessor and sheriff's offices to support the DMV system. No communication infrastructure costs are included in this plan <p>C. Project Charter</p> <ul style="list-style-type: none"> • The Project Charter is currently in development. DMV has secured funding through the legislative appropriation process, as well as a number of grants. ITD is using IBM in the solution planning role to develop a strategy for procurement, data cleansing/preparation, and system implementation. Additionally, ITD is in the process of obtaining Quality Management Services for quality oversight for the projects in the program.

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<p>2. Business Case. Why is this project being proposed? The business case should declare quantifiable benefits when possible, i.e. the project will reduce costs by \$_____ per year, be mandated by law, or reduce some form of risk.</p>	<p>A. The cost/benefit analysis developed for the project is as follows:</p> <ul style="list-style-type: none"> • Increase options for DMV related service delivery to the consumers of DMV information and services • Improve information security, procedural integrity, and financial accountability related to DMV systems, information, services and transactions • Continue to improve the quality of information available to valuable partners in the Law Enforcement and regulatory communities • Provide a flexible and scalable operations environment to be agile and efficient in the DMV business space • One Person – One Record: Ensure accurate, efficient, and timely information for customers accessing DMV information by having a single core “record” for every individual and business in the DMV domain • Engage in a support model which maximizes the utilization of Department resources while ensuring ongoing system performance, quality, flexibility and agility • Add analytical functionality to support decisions at the strategic, network, and project levels <p>B. A description of the risk or mandate that the project addresses.</p> <ul style="list-style-type: none"> • As stated in the Project Summary, the DMV systems are at a risk of failure due to the age of the platform, and the DMV business model has outgrown the capability of the systems to meet the needs of the organization. DMV performed analysis of what would be required to keep the current systems “alive” and the outcome of the analysis was that ITD would need approximately \$3 Million/fiscal year just to keep the current systems alive. Given the limited ability of the existing systems to meet the business needs of the organization, the decision has been made to modernize the system.

Description	Deliverable
<p>3. Budget. What will the project cost? The total estimated costs should include all costs associated with the project.</p> <ul style="list-style-type: none"> • The overall budget for the project is US \$28.6 Million 	<p>A. Overall budget, subtotaled for each cost category for each fiscal year of the project:</p> <ul style="list-style-type: none"> • See Included Budget Spreadsheet Attachment A <p>B. Sources of funds, including grants, federal funding, or encumbrances.</p> <ul style="list-style-type: none"> • DMV Services Fee Increases (starting 1/1/10) will account for the majority of the project cost • Additional funding is available from Federal grants related to Data Quality (SaDIP) and CDL System Improvements <p>C. Identify any constraints on funding for the project.</p> <ul style="list-style-type: none"> • Funding projections related to the fee increases are estimates based upon historical data within the system. • Federal Grant monies have specific timelines in which the dollars can be spent. <p>D. New Personnel. Indicate any new Full Time Position(s) (FTP) (also known as Full Time Employees [FTE]) or dedicated contractors required to complete and/or sustain the project.</p> <ul style="list-style-type: none"> • 5 developers (COBOL/Mainframe and RMS Datapoint) are required to backfill existing resources for project support • 6 clerical resources will be required to backfill key DMV Subject Matter Experts for project support • 2 Business Analysts are required to support Business Process Analysis for project support • 2 Project Managers are required to backfill key ETS resources for project support
<p>4. Schedule, Time Constraints & Dependencies. Identify any critical time elements and dependencies that would affect this project.</p>	<p>A. Project Schedule. Indicate a timeline by defining the project life cycle by fiscal year.</p> <ul style="list-style-type: none"> • Initiation – FY 10 – 10/09-11/09 • Planning – FY 10/FY11 – 11/09-8/10 • Execution- FY11-FY15 – 8/10-9/14 • Closure – FY-15 – 9/14-10/14

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	<p>B. Indicate project milestones used to provide a means to measure progress and the completion of major tasks.</p> <ul style="list-style-type: none"> • System Analysis Complete • Business Analysis Complete • Hardware/Software/Professional Services Procurement Complete • DL/Common Customer/Revenue Implementation Complete • Vehicle Title/Registration/Dealer Operations Implementation Complete • Commercial Vehicles Implementation Complete • Legacy System Decommission Complete • Project Closure Complete <p>C. List of critical time constraints and dependencies.</p> <ul style="list-style-type: none"> • System analysis – specifically data understanding and cleansing are required in order to move forward with any implementation • Common Customer requires establishment of a “standard” customer profile, so DMV will likely choose to convert the Driver License data first since it suffers from the least number of integrity/validation issues. Then vehicle registrations and titles will come next, finally commercial vehicles will be converted last.
<p>5. Project Risks. What risks does your agency anticipate with this project? What mitigations are planned?</p>	<p>A. Listing of known risks and the mitigation strategy for each.</p> <ul style="list-style-type: none"> • Project Staffing/Resources. Mitigation: obtain professional services contractors to backfill key business and technical resources for project support • Data Cleaning/Preparation. Mitigation: Engage IBM to assist in development and execution of a data cleansing strategy. • Project Scope Verification/User Adoption. Mitigation: obtain Quality Management services vendor to oversee all projects focusing on deliverable quality, quality risk management, user readiness/training quality, and scope verification quality management. <p>B. Completed Risk Assessment G215.</p>

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	<ul style="list-style-type: none"> • See attached G215 Risk Assessment
C. Possible Solutions/Alternatives. Have you determined alternative solutions to the problem, what are they? Is the solution in compliance with ITRMC policies and standards?	<p>A. Listing of alternatives considered</p> <ul style="list-style-type: none"> • COTS DMV solutions – immature marketplace, problematic projects in other jurisdictions • Keep existing systems <i>status quo</i> – costly and it doesn't align with Department strategic objectives, nor does it permit compliance with key Federal requirements around Commercial Driver Licenses • Ground Up Development – highly risky, very costly, unavailable skilled resources within the Department to perform the work <p>B. Description of how project meets ITRMC standards and policies.</p> <ul style="list-style-type: none"> • ITD project governance is in compliance with ITRMC standards and policies. Furthermore, any procurement documents (RFP's, ITB's, etc.) will require the vendor(s) to be in compliance with ITRMC standards and policies.
D. Collaboration/Consolidation. Are there opportunities for collaboration with another agency on this specific project? Would you be interested in received this as a service from another agency?	<p>A. List of possible opportunities for collaboration.</p> <ul style="list-style-type: none"> • The new systems are specific and unique to DMV business. It is unlikely that the functionality would provide opportunity for collaboration with other agencies.

Attachment A

DMV Modernization Program Budget for ITRMC Report							
	Fiscal Year						
Cost Category	FY10	FY11	FY12	FY13	FY14	FY15	Total
Hardware	\$0.00	\$0.00	\$200,000.00	\$0.00	\$0.00	\$0.00	\$200,000.00
Software	\$350,000.00	\$100,000.00	\$100,000.00	\$100,000.00	\$100,000.00	\$100,000.00	\$850,000.00
Contracted Services	\$60,000.00	\$6,500,000.00	\$7,000,000.00	\$5,000,000.00	\$5,000,000.00	\$1,500,000.00	\$25,060,000.00
Staff Augmentation	\$450,000.00	\$450,000.00	\$450,000.00	\$450,000.00	\$150,000.00	\$300,000.00	\$2,250,000.00
Training	\$75,000.00	\$75,000.00	\$0.00	\$0.00	\$0.00	\$100,000.00	\$250,000.00
Total	\$935,000.00	\$7,125,000.00	\$7,750,000.00	\$5,550,000.00	\$5,250,000.00	\$2,000,000.00	\$28,610,000.00



DMV Modernization
RiskAssessment for I